

**NEW PROMOTION CRITERIA FOR ACADEMICS:
A CASE OF UNIVERSITY TEKNOLOGI MARA**



**RESEARCH MANAGEMENT INSTITUTE (RMI)
UNIVERSITI TEKNOLOGI MARA
40450 SHAH ALAM, SELANGOR
MALAYSIA**

BY :

**FAUZIAH NOORDIN
JUNAIDAH ARIFFIN
JASMINE AHMAD
NORMALA DAUD
SAADAH IBRAHIM
HANIM AZURA MAHYUDIN
WAN ISMAHANINI ISMAIL**

OCTOBER 2012

Contents

1. Letter of Report Submission	iii
2. Letter of Offer (Research Grant).....	v
3. Acknowledgements	vii
4. Enhanced Research Title and Objectives.....	viii
5. Report.....	1
5.1 Proposed Executive Summary	1
5.2 Enhanced Executive Summary	2
5.3 Introduction	3
5.4 Brief Literature Review	5
5.5 Methodology	5
5.6 Results and Discussion	6
5.7 Conclusion and Recommendation.....	20
5.8 References/Bibliography	35
6. Research Outcomes	37
7. Appendix	38

Surat Kami : 600-RMI/DANA 5/3/VCSP (10/2011)
Tarikh : 29 April 2011

Profesor Dr Fauziah Noordin
Fakulti Pengurusan Perniagaan
Universiti Teknologi MARA
40450 Shah Alam
Selangor

Y. Brs. Profesor/Tuan/Puan

KELULUSAN PERMOHONAN DANA KECEMERLANGAN 01/2011

Tajuk Projek : New Promotion Criteria for Universiti Teknologi MARA
Kod Projek : 600-RMI/DANA 5/3/VCSP (10/2011)
Projek VCSP : New Promotion Criteria for Universiti Teknologi MARA
Tempoh : 1 Mei 2011 – 31 April 2012 (12 bulan)
Jumlah Peruntukan : RM 12,000.00
Ketua Projek : Profesor Dr Fauziah Noordin

Ahli Projek : (Senarai di Lampiran 1)

Dengan hormatnya perkara di atas adalah dirujuk.

2. Sukacita dimaklumkan pihak Universiti telah meluluskan cadangan penyelidikan Y. Brs Profesor/tuan/puan untuk membiayai aktiviti Projek Khas Naib Canselor di bawah Peruntukan Khas Akaun Amanah Dana Kecemerlangan Pendidikan UiTM

3. Bagi pihak Universiti kami mengucapkan tahniah kepada Y. Brs. Profesor/tuan/puan kerana kejayaan ini dan seterusnya diharapkan berjaya menyiapkan projek ini dengan cemerlang.

4. Pihak Y. Brs. Profesor/tuan/puan adalah diminta untuk melengkapkan semula kertas cadangan penyelidikan sekiranya perlu, mengisi borang setuju terima projek penyelidikan dan menyusun perancangan semula bajet yang baru seperti yang diluluskan di laman sesawang RMI (<http://rmi.uitm.edu.my/formtodownload.html>). Sila lihat lampiran bagi tatacara tambahan untuk pengurusan projek.

Sekian, harap maklum.

“SELAMAT MENJALANKAN PENYELIDIKAN DENGAN JAYANYA”

Yang benar



PROFESOR DR. ABU BAKAR ABDUL MAJEED
Penolong Naib Canselor (Penyelidikan)

5.2 Enhanced Executive Summary

The objectives of the present study are to review the current practice on the proposed three categories of promotion criteria (teaching and learning, research and a combination of both) in UiTM; to review the practice at national and international level on promotion criteria for academicians; and to plan and produce the policy and procedure for the implementation of the new promotion criteria (three tracks promotion criteria.)

The survey was administrated through the office of Performance and Career Advancement Management to 1,500 academics from all faculties and branch campuses.

The following are the key points on the recommendations made:

1. The task force recommends a statement on “scholarship” to encompass the various aspects of influence in which academics participate that include original research, integrative/interdisciplinary research, applied professional practice, and scholarlyship of teaching. This task force believes that there should be rooms at UiTM for a broadly defined concept of scholarship.
2. There exists a feeling of distrust in the current promotion procedures. It is proposed that UiTM establish a more transparent promotion policy and procedures.
3. There should not be a one-size-fit-all academic promotion track/criteria at UiTM. The new track/criteria should include teaching and learning, research, and leadership and service (university, community, industry, and professional). The task force has provided a fairly comprehensive set of guidelines to assist in this process.
4. Formal guidelines, regulations and ethical principles should be established for evaluators throughout the procedural levels of promotion applications. All the people involved in the evaluation process should be knowledgeable and skilled in applying them.
5. Guidelines are provided for documentation of achievements in research, teaching and learning and academic leadership for promotion applications. Formatting of applications and resumes should be standardized university-wide.
6. UiTM must do more to support faculty research. As UiTM seeks to become a research university, it is imperative that it does more to facilitate this objective. A number of suggestions are offered, including the need to develop a formula that establishes equity across and within faculties and departments to account for differences in areas such as teaching loads and class sizes.
7. Justifications should be given for the choice of external evaluators who will only comments on the candidate’s publication achievements NOT whether the candidate deserve the promotion. Evaluators should be provided with the background information they need about UiTM’s promotion policy, procedures, and promotion criteria (academic promotion tracks).
8. UiTM should seriously consider the establishment of a university-wide Promotion Appeals Committee that preserves the right of the candidates to a(n) hearing/ explanation when grievances arise. This Appeal Committee will only look at those appeals for Grade DM 54 and below.
9. Academics must be kept appraised of their performance on a continuous basis through properly monitored Annual Performance Reviews and Appraisal and given opportunities and assistance to improve in those areas that are deemed weak or inadequate. Training need analysis needs to be conducted on regular basis.

The recommendations bring together what are considered to be the best and most appropriate changes that the university must make to achieve the most equitable, transparent, and consistent system for academic promotions.

5.3 Introduction

A university is said to be defined by its system of promotion. Designing a promotion system and participating in its decisions are two of the most important ways in which each academic shapes the university. The promotion system reflects two overlapping but distinct sets of values, namely, those of the various disciplines and those of the institution. In June 2010, the Deputy Vice Chancellor of Academic and International appointed a university task force on new promotion criteria to revise and develop promotion criteria with the purpose of maintaining high academic standard that are consistent to current changes and needs of UiTM.

The Promotion Task Force comprise seven (7) members representing academics and administrative staff of the Performance and Career Advancement Management Office. The members from the academics represent the various faculties and designation grades, namely, Professors, Associate Professor, and Senior Lecturers. The members of the task force are as follows:

Prof. Dr Azni Zain Ahmed – Deputy Vice Chancellor of Academic and International (Director)

Prof. Dr Fauziah Noordin – Faculty of Business Management (Manager)

Members comprised:

Prof Ir Dr Hjh Junaidah Ariffin – Faculty of Chemistry Engeneering

Assoc. Prof. Dr Jasmine Ahmad – Faculty of Administrative Science and Policy studies

Assoc. Prof Dr Normala Daud - Faculty of Business Management

Saadah Ibrahim – Performance and Career Advancement Management Office

Wan Ismahanini Ismail - Performance and Career Advancement Management Office

Hanim Azura Mahyudin - Performance and Career Advancement Management Office

Assisted by:

Muna Kameela Sauid (Research Assistant)

Yuhanis Osman (Research Assistant)

Objectives of the Study

UiTM has gone through various phases of change, from a teaching University now preparing to be a Research University in the future. The changes in its vision, requires changes in all aspect of the teaching and learning, as well as the human capital development. One aspect of the academic human capital development involves the promotion exercise of its academic